

Halifax Regional School Board

September 30, 2017 - Quarterly Business Plan and Financial Update

Purpose

To provide the Board with the September 30, 2017 second quarter business plan and financial update report.

Background

The Audit Committee and Board are provided with a quarterly financial report to advise the Board on actual results compared to budget, to comment on variances, and provide projections for the entire fiscal year.

This report also includes an update on the status of business plan priorities. This quarterly reporting to the Audit Committee and Board continues on a timely basis throughout the year to highlight progress with the business plan priorities and budget.

Content

The attached report covers to the end of the second quarter of the 2017-2018 fiscal year and includes the following:

1. Business Plan Priorities – a status report on actions taken up to September 30, 2017, on business plan priorities approved for 2017-2018. In some instances, the report may also note planned activities for the remainder of the 2017-2018 school year.
2. Financial Report – a financial report of actual revenues and expenditures for the periods of April 1, 2017 to June 30, 2017 and July 1, 2017 to September 30, 2017, year to-date amounts, and projections for the full year, along with an explanation of major variances.

Due to the delay in the approval of the provincial budget, the Governing Board did not approve the budget until October 25, 2017. For this reason, financial results for the first quarter were not published in the normal timeframe. First quarter results are included with this second quarter update.

It should be noted that the Business Plan and Budget covers the period April 1, 2017 to March 31, 2018. However, most of the business plan priorities and budget initiatives are intended to be undertaken on a school year basis.

Many of the initiatives and spending plans in these documents are related to the new school year which commenced on September 1, 2017. While this report outlines many initiatives undertaken over the past six months, much activity and progress on priorities and initiatives will continue to be undertaken in the remaining months of the current school year.

Progress has been achieved to-date on the priorities for 2017-2018. Results are being achieved as planned.

Overall, the projections show a net operating surplus of \$12,600. It is still early in the new school year and staffing adjustments continue. However, it is anticipated that budget targets will be met by the end of the fiscal year.

Funding Details

N/A

Timeline

N/A

Appendices

Quarterly Business Plan and Financial Update – September 30, 2017.

Recommendations

It is recommended that the Audit Committee receive the September 30, 2017, Quarterly Business Plan and Financial Update report for information.

Communications

AUDIENCE	RESPONSIBLE	TIMELINE
Audit Committee	Director, Financial Services	November 15, 2017
Governing Board	Chair, Audit Committee	November 22, 2017

Contact

For further information please contact:

Terri Thompson, Director of Financial Services, at 902-464-2000 extension 2241 or e-mail at tthompson@hrsbc.ca

Quarterly Business Plan and Financial Update September 30, 2017

Introduction

This report provides information from staff on progress in implementing and achieving business plan priorities and a financial position update to the end of the second quarter of 2017-2018.

The Board prepares an annual Business Plan that outlines goals and priorities for the upcoming year. Although the Business Plan covers the fiscal year (April 1 – March 31), most of the priorities are planned on the basis of the school year (September 1 – June 30). Staff has prepared this progress report on Business Plan priorities, including actions on priorities at the beginning of the 2017-2018 school year to provide a timely update on work planned and undertaken.

This reporting is part of an accountability framework that provides assurance that the work of the Board is being directed to the Business Plan priorities and that the intended results are being achieved.

Similarly, staff prepares a quarterly financial report for the Board to provide timely information on actual revenues and expenditures in relation to the approved budget. Projections are also provided to advise the Board on any variances that may occur in relation to the approved budget for the entire fiscal year. This allows action to be taken on a timely basis if projected results are not in line with the budget.

This quarterly report is presented in two parts:

1. Business Plan Priorities – update on progress in implementing the priorities for 2017-2018 to September 30, 2017.
2. Financial Report – a report of actual revenues and expenditures for the second quarter of the 2017-2018 fiscal year, along with year to-date results, and projections for the remainder of the fiscal year. Due to the delay in the approval of the provincial budget, the Governing Board did not approve the budget until October 25, 2017. For this reason, financial results for the first quarter were not published in the normal timeframe. First quarter results are included with this second quarter update.

Summary

Progress has been achieved on the priorities in the 2017-2018 Business Plan. Results are being experienced as planned in most areas and progress is being made in achieving the Board's goals.

Financial results to the end of September 30, 2017 indicate the Board is tracking close to budget. Results will be monitored very closely over the remaining months of the fiscal year so that actions may be taken, when and as required, to ensure overall budget targets are met by year end.

1. BUSINESS PLAN PRIORITIES

On October 25, 2017 the Board approved the Business Plan and Budget for the 2017-2018 fiscal year.

In planning for 2017-2018, the Governing Board, together with the Superintendent and Senior Staff, considered the goals as outlined in year three of the *3Rs: Nova Scotia Action Plan for Education 2015* along with the goals of the *Board's Strategic Plan 2013-2017*. The goals are as follows: to improve student achievement, to strengthen safe and inclusive school environments, to achieve equitable learning opportunities for all students, and to build engagement, support and confidence in HRSB.

Priorities have been developed from the strategies to support each of these goals.

Most of the work on these priorities is intended to be accomplished during the 2017-2018 school year. This second quarter report, which covers all of the activities undertaken since April 1, 2017, indicates that work is underway on most of these priorities. In some areas, this report may also highlight work planned to be undertaken for priorities during the remainder of this school year.

**BUSINESS PLAN PRIORITIES
2017-2018**

<u>Priorities</u>	<u>Progress to Date</u>
<u>Business Plan Goal</u>	
1. To improve student achievement.	
<ul style="list-style-type: none"> Implement provincial literacy strategy for grades primary – 12. 	<p>Board Literacy Leads participated in 4 provincial lead meetings (August 23, 24, September 27, 28). During this time, the provincial lead team continued work on developing a grade P-2 Oral Language resource and finalized a framework document for a consistent provincial implementation of Early Literacy Support. The group also discussed plans for provincial Literacy Coach professional development, identified needs and areas of focus for grades 4-12 and were debriefed on the province's plans for piloting new grades P-3 curriculum as well as grades 7 and 8 curriculum revision. These have implications for implementation of the provincial literacy strategy, as English Language Arts outcomes and indicators were revised through the process.</p> <p>As part of the Minister's Action Plan all English and French Immersion P-3 teachers, administrators, resource teachers and Early Literacy Support teachers attended</p>

<u>Priorities</u>	<u>Progress to Date</u>
	<p>professional development during the 2016-17 school year. The purpose was to ensure literacy instruction is rigorous and supports high expectations for all students. Although these sessions were suspended during the job action, they were completed during the months of April and May.</p> <p>Forty teachers new to teaching in grades P-3, 4-6, and 7-12 were provided with a day of professional development in August on English Language Arts assessment and instruction.</p> <p>New Early Literacy Teachers, English (19) and French Immersion (6), received training on how to systematically administer <i>An Observation Survey of Early Literacy Achievement</i> in order to assess students for selection in early literacy support.</p> <p>To ensure a consistent provincial implementation of Early literacy support the intervention has moved to supporting students in grade 1 and grade 2 in both English and French Immersion. A total of 119 teachers provide support. Training was also provided to new and returning English and French Immersion P-3 Early Literacy Support teachers to support them in using on-going assessment information to determine instructional next steps for students.</p> <p>Literacy Coaches received 2 days of professional development in September focused on setting student related goals for coaching blocks and supporting teachers with unpacking the English Language Arts outcomes to identify clear learning targets for students.</p> <p>Reading Recovery is now in 56 of our schools. Two Reading Recovery teacher leaders support 54 teachers. Of the 54 teachers, 30 of them are receiving Reading Recovery training in 2017-18.</p>
<ul style="list-style-type: none"> Implement provincial math strategy for grades primary – 12. 	<p>Note: As of September 30, 2017, the provincial mathematics strategy has not yet been released. To support mathematics learning in HRSB schools, the following update is provided.</p> <p>The Department of Education and Early Childhood Development (EECD) funded 11.5 mathematics coaching positions and 2 additional positions are funded though the HRSB general fund. Mathematics coaches continued to provide support to teachers</p>

<u>Priorities</u>	<u>Progress to Date</u>
	<p>and administrators. This support consisted of co-teaching, one – to – one consultations and collaboration, professional learning communities support and staff meetings around the school’s mathematics goal and teachers’ professional goals.</p> <p>The EECD funded 13 math support teacher positions and the HRSB funded 7.5 positions through the general fund. An additional 3 positions for junior high were allocated through the Council to Support Classroom Conditions. Both elementary and junior high math support teachers work in schools with the highest mathematics needs. The math support teachers provide small group instruction and in class support to students that have been identified as requiring extra support to target specific identified learning gaps. Data collected by math support teachers showed improvement in the targeted areas.</p> <p>Program staff continue to support teachers and administrators with effective mathematics instruction and assessment practices. A more concentrated model of support is provided to priority schools. Supports include one – on – one teacher support, assisting schools in developing and implementing school improvement plans, facilitating whole school professional development opportunities, and facilitating professional learning community (PLC) conversations.</p> <p>Two priority schools received more focused supports. Three mathematics coaches were assigned to one priority school to support the implementation of a school wide, small - group mathematics intervention for all students in grades primary to six. Students were initially assessed in the areas of counting, fact knowledge and number sense. Students were grouped with other students who had similar mathematics learning needs and received targeted mathematics instruction within that small group on a daily basis. This support was provided by classroom teachers, the resource teacher, and mathematics coaches. Two mathematics coaches were assigned to support teachers and students at a second priority school. The coaches provided in class and planning support for the classroom teachers and provided small group instruction for identified students.</p> <p>In the spring, professional development was provided to junior high mathematics teachers. This professional development was postponed from earlier in the year due to job action.</p>

<u>Priorities</u>	<u>Progress to Date</u>
	<p>Program staff contributed to the EECD Extended Math 11 lead team. In the spring, this group developed and facilitated professional development for teachers implementing this new mathematics course in the fall of 2017.</p> <p>In August, Program staff provided professional learning opportunities to new teachers in order to support their success and the experience of their students. Teachers learned effective assessment and instruction practices. Three sessions were developed, each tailored to specific grade levels (P-3, 4-6, 7-12).</p> <p>Program staff continued to support schools with improving assessment practices by increasing understanding on using clear learning targets and success criteria. They support elementary teachers in using rubrics, assessment tools, interview tools and benchmarks for data collection and responsive instruction. Staff continue to develop rubrics for each outcome in 7-9 mathematics.</p> <p>Program staff provided professional development to all high school department heads. The professional development focused on culturally responsive pedagogy.</p>
<ul style="list-style-type: none"> Support development and implementation of renewed provincial curriculum (grades 7 and 8 and Health curriculum grades 4 – 8) 	<p>The Department of Education and Early Childhood Development asked school boards to identify teachers to participate in curriculum renewal for grades 7 and 8 across all disciplines, as well as grades 4-6 Health. Teachers were chosen for this provincial leadership team who have strong backgrounds in their respective disciplines, employing an inquiry-based learning methodology in their practice. This work will begin in October.</p>
<ul style="list-style-type: none"> Implement school improvement planning in all schools. 	<p>In spring 2017, 22 schools were in the process of developing new Student Success plans. Eleven of these schools have completed the development of their plans, and 10 additional schools have established new goals in math and literacy and are in the process of completing the development of their plans. One school is still in the phase of goal development. In spring 2017, after either four or five years of implementation, 11 schools concluded their school improvement plans in mathematics and literacy. All remaining 102 schools continued implementation of their Student Success Plans.</p> <p>In fall 2017, 23 schools began the process of developing new Student Success plans. Principals from these schools attended a professional development session with staff</p>

<u>Priorities</u>	<u>Progress to Date</u>
	<p>from the Program Department outlining changes to the provincial process, sharing changes to the provincial templates and developing strategies to lead the process at their school sites. Eight of these schools have established new goals in mathematics and literacy, and the remaining schools continue their work in this area. Individualized support in plan development is being provided by staff from the Program Department.</p> <p>Many principals and teachers have continued to receive individualized support with the implementation of their Student Success plans. This includes working with individual teachers in their classrooms, collaborating with teachers on their math and literacy strategies in their professional learning communities, and accompanying principals on their walkthroughs to identify effective practices in instruction and assessment that are happening in their schools.</p> <p>Grades 3, 4 and 6 provincial assessment results from the 2016-17 school year were disaggregated by self-identification information. Program staff has used this information to provide targeted support to schools. This data was presented to the Governing Board at the April 2017 Committee of the Whole Meeting.</p> <p>In the summer of 2017, analysis, interpretation and disaggregation of Early Literacy Support and Reading Recovery data took place. Program staff has used this information to provide targeted supports to schools. Conclusions are currently being drawn and a report to the Governing Board is being prepared.</p>
<ul style="list-style-type: none"> Implement a pilot strategy to gather math and literacy data from some elementary schools to monitor student achievement. <i>(HRSB response to AG Rec. 2.5)</i> 	<p>Due to a moratorium on data collection in the winter and spring of the 2016-17 school year, schools were not asked to input data into the HRSB School-Based Assessment system. However, the system was made available for teachers in Priority Schools to use in May/June and several teachers chose to enter their classroom evidence of student learning into the system at that time.</p> <p>Program staff has continued to collaborate with the Technology and Student Information System teams to enhance the data collection system. This includes a feature that will enable the disaggregation of the school-based data by self-identification information. Preparation is underway for the system to be available for use in Priority Schools, as well as other elementary schools upon their request, this fall.</p>

<u>Priorities</u>	<u>Progress to Date</u>
<ul style="list-style-type: none"> Implement the provincial pre-primary program. 	<p>Pre-primary is a provincial initiative that was announced in the summer of 2017. This program will support the early learning and development of young children as well as support their transition to the public school system.</p> <p>During the summer, job descriptions were developed and job postings were advertised for Early Childhood Educators (ECE) to staff the program. Approximately 30 staff were hired for the school sites as well as a pre-primary supervisor to oversee and provide support to the pre-primary programs and early years centre within the board.</p> <p>As of September 30th, HRSB has 12 pre-primary programs supporting approximately 200 children. These are located in 11 schools across our board. The Supervisor, Pre-Primary and the Facilitator, Literacy P-3 participated in provincial meetings to review the expectations regarding the implementation and to become familiar with the <i>Early Learning Curriculum Framework</i>.</p>

<u>Priorities</u>	<u>Progress to Date</u>
<u>Business Plan Goal</u>	
2. To strengthen safe and inclusive school environments.	
<ul style="list-style-type: none"> Monitor and report progress of students following Individual Program Plans (IPPs). 	<p>The plan to monitor and report progress of students who follow Individual Program Plans (IPPs) (created in June 2016) included changes to TIENET, the provincial electronic record-keeping system. These changes were implemented in September 2016. Data input was suspended during job action. Following job action, teachers were provided support until June 30th to update all required documentation for the school year.</p> <p>HRSB Student Services staff have since recognized that the 2016 changes to TIENET will not be able to provide the data necessary to monitor progress of individual students who follow Individual Program Plans. Consequently, the HRSB Student Services staff have created a solution to run reports and report out progress of students who have IPPs for implementation during the 2017-2018 school year.</p>

<u>Priorities</u>	<u>Progress to Date</u>
<ul style="list-style-type: none"> Continue to implement recommendations from the IPP Review. (<i>HRSB response to AG Rec. 2.6</i>) 	<p>Program Planning Specialists and Student Services Facilitators continue to provide professional development to school staff specific to programming that is only as special as necessary (referencing the Criteria for Development of an IPP), that meetings be documented to chronicle team decisions related to program planning, and that parents/guardians be provided minutes of Program Planning Team meetings.</p> <p>In September, these key messages were communicated to new school administrators (principals and vice principals), as well as new learning center and resource teachers during professional development sessions.</p>
<ul style="list-style-type: none"> Implement and monitor our Comprehensive Business Continuity Program. (<i>HRSB response to AG Rec. 3.6</i>) 	<p>The Business Continuity Program Charter, Command and Support Teams and the draft Central Office Emergency Response Plan have been updated for the 2017-2018 school year. Documents providing an overview of the Comprehensive Business Continuity process have been drafted and each department is working on the identification of essential services and plans to ensure their continuation in an emergency/disaster situation. A table top exercise involving all stakeholders is planned for the spring.</p> <p>All schools have Emergency Response Plans in place.</p>
<ul style="list-style-type: none"> Continue to ensure that schools are conducting all required emergency drills. (<i>HRSB response to AG Rec. 3.7</i>) 	<p>Schools completed and recorded emergency drills in June 2017. A final report was generated from the online database as the foundation of the report to the Governing Board on September 13, 2017. Schools reported 100% compliance with all drills during the 2016-17 school year.</p> <p>Dates for drills for the 2017-18 school year were set by the School Administration department and shared with schools through the online database and the Principal's yearly calendar. Drills continue to be monitored by School Administration supervisors to ensure ongoing compliance.</p>
<ul style="list-style-type: none"> Develop a strategy to improve accessibility in our schools. 	<p>In the context of this Goal 2 priority, accessibility of schools refers to barrier free building design requirements which are described in Schedule "C" of the <i>Nova Scotia Building Code Regulations</i> made under Section 4 of the Building Code Act. The schools within HRSB were constructed to the code of the day and therefore vary in the level of barrier free code compliance when compared to the current <i>Building Code</i>. In</p>

<u>Priorities</u>	<u>Progress to Date</u>
	<p>short, newer schools are fully compliant while older schools may not be accessible, or only partially accessible to those with mobility challenges.</p> <p><i>The Education Act General Responsibilities and Powers of School Boards</i> defines one of the duties and powers within section 64 (2) (e) as: (2) A school board shall, in accordance with this Act and the regulations, (e) develop short and long term plans for the provision of barrier-free access to and within educational facilities;</p> <p>Operations Services has initiated assessment of all facilities to determine the current state of accessibility, based on the Nova Scotia Building Code. The priority for sequence of assessment is based on school age and multiple floor levels; and the factors considered include such design elements as access to the building, accessible washrooms, assigned parking spaces, surface type and condition, accessibility to food and beverage areas, number of stairwells, etc.</p> <p>There are thirty six (36) multi-storey schools in HRSB that do not have vertical transport (elevators/lifts) between floors. As of September 30, thirty one (31) of these schools have been audited and data entry is in progress. This information will be evaluated to determine a prioritized list and scope of work for implementation of barrier free design elements.</p> <p>To support ongoing installation and upgrades of accessibility infrastructure, the 2017-18 tangible capital asset (TCA) repair submission to EECD included specific accessibility lift installation projects. Additionally, several projects were initiated under Board capital that are below the TCA funding threshold.</p> <p>The accessibility projects approved for this year included the following:</p> <ul style="list-style-type: none"> • Upgrade/repair of the existing lift at one high school. • Installation of stairwell wheelchair lifts at 4 elementary schools. • Installation of pathways and ramps for access to 4 portable classrooms (moved over the summer). • Improvements to parking lots including asphalt upgrades and parking demarcation at 4 schools over the summer. • Various upgrades upon request from Student Services for visual aid and push button door control.

<u>Priorities</u>	<u>Progress to Date</u>
<ul style="list-style-type: none"> Enhance capacity of staff to address conflict involving race and culture in culturally relevant ways. 	<p>RCH Facilitators continue to provide direct support to school based staff when issues of conflict arise involving race relations, cross cultural understanding and human rights. Professional development for school based RCH Liaisons is currently being planned.</p>

<u>Priorities</u>	<u>Progress to Date</u>
<p><u>Business Plan Goal</u></p> <p>3. To achieve equitable learning opportunities for all students.</p>	
<ul style="list-style-type: none"> Develop and implement an employee self-identification process. 	<p>A working group, comprised of HR Services and Program (Diversity) staff, researched employee self-identification practices at organizations locally and nationally. A timeline and project plan for development and implementation of the self-identification survey has also been created. Relying on the gathered research, the content of the draft survey was developed and user testing is currently in progress. Data from the self-identification survey will export to an Access database in Human Resources Services for storage and reporting purposes. User testing of the survey is expected to be complete in November 2017 at which time the documents will be shared with Senior Staff for review.</p>
<ul style="list-style-type: none"> Enhance administrators' existing knowledge of and ability to lead learning through a culturally relevant approach. 	<p>The Diversity Team provided a one day culturally relevant symposium in May of 2017 for administrators. All high school department heads also attended a day of professional development focused on culturally relevant pedagogy and the disaggregated grade 10 provincial assessment results for HRSB.</p>
<ul style="list-style-type: none"> Enhance the capacity of teachers to implement culturally relevant instructional and assessment practices to improve the academic achievement of African Nova Scotian, Mi'kmaq / Aboriginal and all other students. 	<p>The Diversity Team provided a one day culturally relevant pedagogy symposium in May of 2017 for teachers and administrators.</p> <p>From September 5th-September 30th, professional learning was provided to teachers new to the 15 schools in which culturally relevant pedagogy was introduced in the school year 2015/2016. Implementation of culturally relevant pedagogy began in two</p>

<u>Priorities</u>	<u>Progress to Date</u>
	<p>elementary schools.</p> <p>Culturally Relevant Specialists provided direct support to classroom teachers and administrators in four priority schools.</p> <p>In spring 2017, Program staff provided professional development to all high school department heads, across all disciplines. The professional development focused on culturally responsive pedagogy.</p>
<ul style="list-style-type: none"> Develop and implement a strategic approach for monitoring progress in our priority schools. 	<p>A full analysis of all priority schools' provincial mathematics and literacy data took place in the spring of 2017. This information was shared with the Board Student Success Planning (SSP) Leadership Team, and was used to identify stories of success. It has also been shared with members of the Program department so that supports can continue to be targeted at the needs of individual schools. Twelve priority schools scored above the HRSB average on at least one area measured by provincial assessments in the 2016-17 school year. As well, over half of the priority schools show evidence of improvement in mathematics and/or literacy.</p> <p>The SSP Leadership Team created a new model of leadership and responsibility for Priority Schools Support Teams in order to implement a more effective approach for monitoring progress in our priority schools. A new position within the program department was created to begin in September, 2017. The Facilitator, Priority Schools provides direct support to principals and teachers in selected priority schools. The Facilitator assists schools in implementing the Public School Programs and curricula with a culturally responsive approach to maximize student learning experiences. The Facilitator coaches principals to bring about change in student achievement and shares effective practices and problem solves around challenges related to student achievement. The Facilitator provides leadership in the collection, analysis and interpretation of data related to student achievement and also supports administrators in developing a positive school culture. The Facilitator collaborates with and leads the selected priority school teams to support student achievement and monitor student progress on a weekly or bi-weekly basis.</p>
<ul style="list-style-type: none"> Continue to upgrade and enhance technology infrastructure to support more equitable student experiences. 	<p>HRSB Information Technology (IT) staff assessed high school networks and determined that Wi-Fi access is poor in some classrooms, causing an inequity for students. Staff identified the need for new Access Points which are more powerful and</p>

<u>Priorities</u>	<u>Progress to Date</u>
	<p>support higher Wi-Fi speeds. During the summer months the HRSB technology team replaced 450 access points and added 400 additional access points in all high schools.</p> <p>As a result of the rollout of Google Apps for Education by the Department of Education and Early Childhood Development (EECD) and NS school boards, Chromebooks were introduced to HRSB classrooms. A Chromebook is a laptop with the Linux-based Chrome OS as its operating system. These devices are primarily used to perform a variety of tasks using the Google Chrome browser, with the applications and data residing in the cloud rather than on the device itself.</p> <p>In September, 900 Chromebooks were distributed and set up at all high schools to replace older computers. The Chromebooks are set up on carts of 30 making them portable for use between classrooms and accessible to all students. As of September 30 there are 12,000 Chromebooks in HRSB schools.</p> <p>In partnership with the Assistive Technology Team, IT has introduced a new strategy to have a mobile cart at every high school with 15 Chromebooks that will be readily available for Learning Centers to use with students as needed.</p> <p>An additional 17 Makerspace carts were distributed to various HRSB schools. Larger elementary schools were provided with additional innovation kits from the EECD. All elementary schools received additional Beebots for their primary-2 classrooms.</p>

<u>Priorities</u>	<u>Progress to Date</u>
<u>Business Plan Goal</u>	
4. To build engagement, support and confidence in HRSB.	
<ul style="list-style-type: none"> Implement an annual strategic communication plan that supports the goals and priorities of the HRSB Business Plan. 	<p>An annual communication plan, aligned to the goals and priorities of the HRSB business plan, was developed by Communications Services. The plan outlines a schedule of activities that will take place throughout the fiscal year. Each month,</p>

<u>Priorities</u>	<u>Progress to Date</u>
	<p>efforts to achieve the four goals are highlighted in the Superintendent's report to the Governing Board and these efforts are regularly profiled through social media (Twitter), video (YouTube) and the board website.</p>
<ul style="list-style-type: none"> Implement operations management processes that support safe and efficient schools. 	<p>In April this year, a survey was distributed to principals to obtain feedback on four key areas of custodial, maintenance and technology service delivery: Service Standards, Workplace Safety, Communication and Client Satisfaction/Confidence.</p> <p>The survey closed on May 19 and results were tabulated by Program staff. The final data set contained a total of 90 valid records, which represents 66% of HRSB principals. The final aggregated results were presented to Operations Services staff in June. By the end of September, a working group including staff from Operations Services and School Administration was organized to review the data and develop strategies to respond to identified gaps including improved work order response and status communication to principals.</p> <p>Energy management projects continue to be a priority for Operations Services. There were two building automation system (BAS) upgrades included in the 2017-18 Board capital project list. The BAS upgrades provide remote access to the HVAC equipment which allows HRSB Operations Services staff to dispatch the appropriate technician based on remote diagnosis. The BAS systems also allow the ventilation equipment to be scheduled to match equipment run times to occupancy.</p> <p>Measurement and Verification (M&V) is underway to confirm the guaranteed savings (\$2M) as a result of the Energy Performance contract completed in 2016-17. The M&V process independently evaluates each of the energy efficiency measures that were implemented during the project. If it is found that overall the measures are not performing as expected, the Energy Performance contractor will investigate further. A posting for two additional Building Controls Technician positions was processed to help manage and maintain the BAS infrastructure. This will double the in-house resources available to install and maintain building automation and energy management systems. The controls technicians are a valuable resource responding to equipment alarms, confirming equipment is running as scheduled and troubleshooting building systems operational issues.</p> <p>Two engineering students were hired again under the Dalhousie University Science,</p>

<u>Priorities</u>	<u>Progress to Date</u>
	<p>Information Technology, Engineering Co-operative Education program for 4-month terms this year. The students focused on energy related projects, analysis of NSPI electrical utility charges, updating historical building systems data and continuing to develop an archive of 3D models of the buildings.</p> <p>With the start of the new school year, Operations staff have begun the work with staff in schools to identify, replace and remove redundant refrigeration appliances from schools.</p> <p>The Custodial team continued its focus on improving the onboarding of new casual custodial employee hires. A more structured approach to hiring custodial staff was implemented with improvements based on feedback from supervisors and custodians, with great success for the recent new hires.</p> <p>In September the team was in the final stages of vetting the online training modules in Scenario Learning provided by SIP. All new hires are required to complete an online WHMIS training before starting in their new position.</p> <p>Another custodial and maintenance departmental goal was to focus on fire safety inspection and maintenance processes. Standard procedure documents were developed for the monthly custodial inspection of pressurized sprinkler holding tanks, as well as simplified guidelines on conducting pull station test/fire drill for new and acting caretakers. The entire supervisory team has increased their knowledge on departmental compliance regarding fire safety and improved their ability to identify information and process gaps to better inform caretakers.</p> <p>The maintenance team implemented a procedure for improved tracking of Fire Department inspections and repairs, including prompt communication with principals and timely response to Fire Inspectors regarding status of order compliance. In June, the first edition of a newsletter "The Custodian" was distributed to custodial employees. The newsletter is intended to recognize departmental initiatives, successes, safety, operational reminders etc. The first edition was a success with our employees, leaving them looking forward to the next edition.</p> <p>In late spring, the installation of new soap dispensers was completed in half of the schools. As a result of the implementation and in comparison to last year, there was a</p>

<u>Priorities</u>	<u>Progress to Date</u>
	<p>recognized savings of just over \$10,000 in the purchasing of soap and over 500 cases of soap packaging were diverted from the landfill.</p>
<ul style="list-style-type: none"> Continue to implement all responses to the Recommendations in the November 2015, Auditor General's Report. <i>(HRSB response to AG Rec. 2.5-2.10)</i> <p>Recommendation 2.5 Management at Chignecto-Central, Halifax and Strait Regional School Boards should ensure sufficient data is collected to assess student progress in both numeracy and literacy.</p> <p>Recommendation 2.6 The governing boards of the Chignecto-Central, Halifax and Strait Regional School Boards should ensure they receive and review reports on student progress including reports on provincial, board or school-based assessment results, and students on individual program plans.</p> <p>Recommendation 2.7 The governing boards of Chignecto-Central, Halifax and Strait Regional School Boards should require management to provide appropriate information to allow the boards to understand whether goals outlined in the continuous school improvement process have been achieved.</p>	<p>There is still a moratorium on collecting school based data. This has continued to impact the Board's ability to collect and report on this data.</p> <p>The Minister has lifted the moratorium on provincial assessments. Students in grade 6 will have participated in math and literacy provincial assessments in late September and early October. Results from these assessments will be brought forward to the Board, once they are received from EECD.</p> <p>An update on the process for monitoring the progress of students who follow an IPP will be presented at the November Committee of the Whole meeting.</p> <p>A summary report on Schools' Progress with Improvement Goals will be presented at the October 2017 Committee of the Whole meeting.</p>

<u>Priorities</u>	<u>Progress to Date</u>
<p>Recommendation 2.8 The governing boards of Chignecto-Central, Halifax and Strait Regional School Boards should obtain and review information on whether teacher and principal evaluations are completed according to board policy, including summary results; and whether staff development needs are met.</p> <p>Recommendation 2.9 The governing boards of Chignecto-Central, Halifax and Strait Regional School Boards should complete annual self-assessments to measure performance against all key areas of responsibility, including those identified in the Education Act.</p> <p>Recommendation 2.10 The governing boards of Chignecto-Central and Halifax Regional School Boards should ensure the superintendent evaluation process includes all key areas of responsibility, including those identified in the Education Act.</p>	<p>A summary report on teacher and principal evaluation will be presented at the October 2017 Committee of the Whole meeting.</p> <p>The Governing Board is working with the Nova Scotia School Boards Association (NSSBA) to complete their annual self-assessment. The NSSBA will be presenting the self-assessment tool at the November Committee of the Whole meeting. The self-assessment tool will ensure that the key areas of responsibility for board members, including those identified in the Education Act, are measured.</p> <p>The Governing Board issued an RFP for the superintendent evaluation process in June. The RFP specifically referenced the requirement that all key areas of responsibility, including those identified in the Education Act, be measured. A Special Board Meeting will be held in November and the board will confirm at this time that all key areas of responsibility have been addressed through the process.</p>

2. **FINANCIAL REPORT**

The following report outlines the General Fund and Supplementary Fund results for the three month period ending September 30, 2017, as well as year to-date results and projections for the remainder of the fiscal year.

The statements report a projected net deficit of \$426,200, but also include a planned use of accumulated surplus in the amount of \$438,800. This amount relates to the designation for accumulated surplus for Capital Amortization. As assets are amortized, the future value resides in the Board's accumulated surplus, and does not come from current year's operations. This results in a projected General Fund operating surplus of \$12,600. It is difficult to accurately project results for the remaining half of the fiscal year at this point. Staffing adjustments are still occurring and substitute teacher costs, utilities, and snow removal costs for the last six months of the fiscal year are difficult to predict at this time. Based on results to date, and barring any unusual circumstances, it is anticipated that budget targets will be met. The variance analysis at the end of this report provides explanations for significant variances from budget or from the same period last year.

Results to date indicate that the Supplementary Fund is projected to meet budget targets by year-end with no significant issues.

**GENERAL FUND
SUMMARY OF REVENUES AND EXPENDITURES
September 30, 2017**

	Actual Apr - Jun 2017-2018	Actual Jul - Sep 2017-2018	Actual Year to Date 2017-2018	Budget 2017-2018	% BUD Utilized	Projection 2017-2018	PROJ % Bud Util	Projected Budget Variance	Actual Year to Date 2016-2017	Line
<u>REVENUE</u>										
Province of Nova Scotia										
Formula Funding	75,400,119	78,510,071	153,910,190	334,633,800	46.0%	334,633,800	100.0%	0	131,957,345	R1
Provincial Initiatives	14,574,406	1,406,173	15,980,578	27,919,300	57.2%	27,988,700	100.2%	-69,400	12,682,550	R2
Other Provincial Initiatives and Grants	3,805,339	3,393,657	7,198,996	14,012,500	51.4%	14,900,300	106.3%	-887,800	5,860,793	R3
<i>Subtotal</i>	93,779,864	83,309,901	177,089,765	376,565,600	47.0%	377,522,800	100.3%	-957,200	150,500,688	
Halifax Regional Municipality										
Mandatory Contribution	32,983,825	34,761,025	67,744,850	135,489,700	50.0%	135,489,700	100.0%	0	65,967,650	R4
<i>Subtotal</i>	32,983,825	34,761,025	67,744,850	135,489,700	50.0%	135,489,700	100.0%	0	65,967,650	
Government of Canada										
Adult EAL	0	0	0	0	n/a	0	n/a	0	578,814	R5
French Special Projects	77,183	0	77,183	231,500	33.3%	231,500	100.0%	0	78,189	R6
Minority Official Language	113,860	0	113,860	160,600	70.9%	160,600	100.0%	0	142,009	R7
Other Projects	12,688	6,681	19,369	83,900	23.1%	84,400	100.6%	-500	11,793	R8
<i>Subtotal</i>	203,731	6,681	210,412	476,000	44.2%	476,500	100.1%	-500	810,805	
Board Generated Revenue										
Investment Income	131,625	122,501	254,126	300,000	84.7%	342,500	114.2%	-42,500	145,325	R9
Facilities Rental	20,462	51,341	71,802	567,000	12.7%	573,300	101.1%	-6,300	172,509	R10
EXCEL - Before and After School Program	2,921,591	1,973,214	4,894,805	9,676,400	50.6%	9,700,300	100.2%	-23,900	4,685,165	R11
International Services	1,202,550	503,358	1,705,908	4,426,800	38.5%	4,440,700	100.3%	-13,900	1,709,213	R12
Miscellaneous	316,995	322,508	639,503	476,900	134.1%	733,600	153.8%	-256,700	491,821	R13
<i>Subtotal</i>	4,593,223	2,972,921	7,566,144	15,447,100	49.0%	15,790,400	102.2%	-343,300	7,204,033	
TOTAL REVENUE	<u>131,560,643</u>	<u>121,050,528</u>	<u>252,611,171</u>	<u>527,978,400</u>	<u>47.8%</u>	<u>529,279,400</u>	<u>100.2%</u>	<u>-1,301,000</u>	<u>224,483,176</u>	
<u>EXPENDITURES</u>										
<u>BOARD GOVERNANCE</u>										
Stipends and Benefits	35,334	34,630	69,964	139,800	50.0%	139,900	100.1%	-100	58,067	B1
Supplies and Materials	466	403	869	5,000	17.4%	5,000	100.0%	0	683	B2
NSSBA Dues	95,000	0	95,000	95,000	100.0%	95,000	100.0%	0	85,000	B3
Other Non Salary Expenditures	49,642	8,071	57,713	111,200	51.9%	111,200	100.0%	0	32,357	B4
Total Board Governance	<u>180,442</u>	<u>43,105</u>	<u>223,546</u>	<u>351,000</u>	<u>63.7%</u>	<u>351,100</u>	<u>100.0%</u>	<u>-100</u>	<u>176,107</u>	

**GENERAL FUND
SUMMARY OF REVENUES AND EXPENDITURES
September 30, 2017**

	Actual Apr - Jun 2017-2018	Actual Jul - Sep 2017-2018	Actual Year to Date 2017-2018	Budget 2017-2018	% BUD Utilized	Projection 2017-2018	PROJ % Bud Util	Projected Budget Variance	Actual Year to Date 2016-2017	Line
<u>OFFICE OF THE SUPERINTENDENT</u>										
Salaries	337,294	209,417	546,711	894,700	61.1%	899,300	100.5%	-4,600	545,547	OS1
Benefits	86,723	47,810	134,533	216,400	62.2%	219,500	101.4%	-3,100	77,818	OS2
Supplies and Materials	16,762	6,288	23,050	75,000	30.7%	75,000	100.0%	0	45,683	OS3
Professional Services	52,274	63,059	115,332	350,000	33.0%	350,000	100.0%	0	138,305	OS4
Other Non Salary Expenditures	10,762	2,467	13,229	39,500	33.5%	39,500	100.0%	0	17,732	OS5
Total Office of the Superintendent	<u>503,815</u>	<u>329,041</u>	<u>832,855</u>	<u>1,575,600</u>	<u>52.9%</u>	<u>1,583,300</u>	<u>100.5%</u>	<u>-7,700</u>	<u>825,085</u>	
<u>FINANCIAL SERVICES</u>										
Administration										
Salaries	412,260	391,109	803,368	1,714,100	46.9%	1,714,100	100.0%	0	785,301	F1
Benefits	110,135	92,718	202,853	431,200	47.0%	422,700	98.0%	8,500	194,183	F2
Supplies and Materials	42,676	17,647	60,323	157,700	38.3%	157,700	100.0%	0	62,040	F3
Travel	626	383	1,009	3,000	33.6%	3,000	100.0%	0	830	F4
Liability Insurance	95,994	95,994	191,987	384,000	50.0%	384,000	100.0%	0	191,608	F5
Professional Services	0	0	0	39,000	0.0%	39,000	100.0%	0	0	F6
Service Fees	877	856	1,732	7,500	23.1%	7,500	100.0%	0	1,625	F7
Total Financial Services	<u>662,567</u>	<u>598,707</u>	<u>1,261,274</u>	<u>2,736,500</u>	<u>46.1%</u>	<u>2,728,000</u>	<u>99.7%</u>	<u>8,500</u>	<u>1,235,588</u>	
<u>HUMAN RESOURCE SERVICES</u>										
Administration										
Salaries	462,542	425,496	888,037	1,951,000	45.5%	1,960,500	100.5%	-9,500	884,273	H1
Benefits	124,199	103,638	227,836	474,600	48.0%	462,000	97.3%	12,600	223,189	H2
Supplies and Materials	18,562	13,113	31,675	105,300	30.1%	116,800	110.9%	-11,500	36,655	H3
Staff Development	21,726	3,057	24,783	91,000	27.2%	91,000	100.0%	0	20,056	H4
Travel	384	650	1,034	5,000	20.7%	5,000	100.0%	0	2,157	H5
Pension Top-Ups	4,745	4,474	9,219	24,100	38.3%	24,100	100.0%	0	18,053	H6
Total Human Resource Services	<u>632,158</u>	<u>550,426</u>	<u>1,182,584</u>	<u>2,651,000</u>	<u>44.6%</u>	<u>2,659,400</u>	<u>100.3%</u>	<u>-8,400</u>	<u>1,184,383</u>	

**GENERAL FUND
SUMMARY OF REVENUES AND EXPENDITURES
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	Actual Apr - Jun 2017-2018	Actual Jul - Sep 2017-2018	Actual Year to Date 2017-2018	Budget 2017-2018	% BUD Utilized	Projection 2017-2018	PROJ % Bud Util	Projected Budget Variance	Actual Year to Date 2016-2017	Line
<u>SCHOOL ADMINISTRATION</u>										
Salaries - Teachers										
Classroom	48,884,750	43,413,886	92,298,636	191,167,700	48.3%	190,247,200	99.5%	920,500	91,139,858	S1
Special Education	6,997,234	6,377,815	13,375,050	28,983,400	46.1%	28,494,600	98.3%	488,800	12,190,474	S2
Student Support	3,358,414	3,188,561	6,546,976	13,878,000	47.2%	13,817,900	99.6%	60,100	4,981,312	S3
Guidance	2,007,943	1,831,272	3,839,215	7,852,000	48.9%	7,856,500	100.1%	-4,500	3,440,410	S4
Teacher Administrators	6,758,553	5,897,668	12,656,221	25,664,700	49.3%	25,576,800	99.7%	87,900	12,585,698	S5
Board Administration	456,421	380,679	837,100	1,626,100	51.5%	1,652,900	101.6%	-26,800	815,470	S6
Substitutes	3,485,532	658,422	4,143,954	13,032,100	31.8%	13,026,200	100.0%	5,900	4,451,456	S7
<i>Subtotal</i>	71,948,847	61,748,304	133,697,151	282,204,000	47.4%	280,672,100	99.5%	1,531,900	129,604,678	
Salaries - Non-Teachers										
Educational Program Assistants	5,877,672	5,399,605	11,277,277	24,820,100	45.4%	25,051,900	100.9%	-231,800	10,490,357	S8
Library Support Specialists	38,016	40,073	78,088	161,900	48.2%	163,600	101.1%	-1,700	166,809	S9
School Secretaries	1,827,744	457,349	2,285,093	5,979,300	38.2%	5,959,600	99.7%	19,700	2,204,990	S10
Board Administration	56,678	34,016	90,694	204,400	44.4%	200,500	98.1%	3,900	84,357	S11
Student Support	281,633	238,195	519,828	1,259,900	41.3%	1,228,600	97.5%	31,300	407,965	S12
Lunch Supervision/Security	424,162	522,472	946,634	2,625,400	36.1%	2,611,900	99.5%	13,500	941,798	S13/S14
<i>Subtotal</i>	8,505,906	6,691,711	15,197,616	35,051,000	43.4%	35,216,100	100.5%	-165,100	14,296,275	
Benefits										
Statutory	5,785,485	3,694,557	9,480,043	17,439,500	54.4%	17,473,500	100.2%	-34,000	9,458,758	S15
Medical/Dental/Salary Continuation	5,667,617	5,575,779	11,243,396	22,766,500	49.4%	22,689,200	99.7%	77,300	2,806,684	S16
Service Awards	546,725	556,725	1,103,450	2,186,900	50.5%	2,186,900	100.0%	0	1,059,050	S17
Pension	9,477,365	9,311,977	18,789,342	37,992,200	49.5%	37,917,400	99.8%	74,800	1,662,519	S18
<i>Subtotal</i>	21,477,192	19,139,038	40,616,231	80,385,100	50.5%	80,267,000	99.9%	118,100	14,987,011	
Program Support Resources										
Classroom Supplies and Equipment	939,137	576,904	1,516,041	5,314,700	28.5%	5,937,600	111.7%	-622,900	1,345,975	S19
School Technology	91,986	89,630	181,616	756,000	24.0%	1,056,000	139.7%	-300,000	240,885	S20
Data Lines	92,386	92,386	184,772	544,700	33.9%	544,700	100.0%	0	226,188	S21
Circuit/Resource Travel	45,376	24,997	70,373	258,300	27.2%	258,500	100.1%	-200	82,476	S22
Textbook Credit Allocation	852,252	287,580	1,139,832	2,840,600	40.1%	2,840,600	100.0%	0	1,130,224	S23
Other Non Salary Expenditures	62,413	46,984	109,397	211,900	51.6%	226,900	107.1%	-15,000	72,691	S24
Other Projects	37,384	75,807	113,192	383,600	29.5%	525,000	136.9%	-141,400	70,460	S25
<i>Subtotal</i>	2,120,934	1,194,289	3,315,223	10,309,800	32.2%	11,389,300	110.5%	-1,079,500	3,168,899	
Professional Development										
System Leadership/Student Info Systems	39,973	4,690	44,664	150,000	29.8%	150,000	100.0%	0	44,660	S26

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SUMMARY OF REVENUES AND EXPENDITURES
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	Actual Apr - Jun 2017-2018	Actual Jul - Sep 2017-2018	Actual Year to Date 2017-2018	Budget 2017-2018	% BUD Utilized	Projection 2017-2018	PROJ % Bud Util	Projected Budget Variance	Actual Year to Date 2016-2017	Line
International Services										
Revenue	1,202,550	503,358	1,705,908	4,426,800	38.5%	4,440,700	100.3%	-13,900	1,709,213	S27
Expenditure	900,385	572,721	1,473,105	3,505,700	42.0%	3,480,300	99.3%	25,400	1,237,950	S28
<i>Net Revenue</i>	302,166	-69,363	232,802	921,100	25.3%	960,400	104.3%	-39,300	471,263	
Adult and Community Education										
Summer School	102	37,400	37,502	15,000	250.0%	37,500	250.0%	-22,500	15,410	S29
Night School	0	0	0	0	n/a	0	n/a	0	0	S30
Nova Scotia Student Adult Learning	68,807	63,915	132,722	280,000	47.4%	280,000	100.0%	0	106,116	S31
<i>Subtotal</i>	68,908	101,315	170,223	295,000	57.7%	317,500	107.6%	-22,500	121,526	
Total School Administration	<u>105,062,146</u>	<u>89,452,068</u>	<u>194,514,213</u>	<u>411,900,600</u>	<u>47.2%</u>	<u>411,492,300</u>	<u>99.9%</u>	<u>408,300</u>	<u>163,461,000</u>	
<u>PROGRAM</u>										
Salaries - Teachers										
Special Education	1,846,285	1,743,131	3,589,416	7,764,400	46.2%	7,713,800	99.3%	50,600	3,205,891	P1
Board Administration	739,247	712,460	1,451,707	3,163,400	45.9%	3,165,100	100.1%	-1,700	1,280,027	P2
<i>Subtotal</i>	2,585,532	2,455,591	5,041,123	10,927,800	46.1%	10,878,900	99.6%	48,900	4,485,918	
Salaries - Non-Teachers										
Board Administration	84,568	43,145	127,714	304,100	42.0%	299,200	98.4%	4,900	138,464	P3
Student Services Secretaries	71,024	17,590	88,614	252,900	35.0%	244,000	96.5%	8,900	82,698	P4
Tutors	59,834	5,776	65,610	142,700	46.0%	142,400	99.8%	300	67,900	P5
<i>Subtotal</i>	215,427	66,512	281,939	699,700	40.3%	685,600	98.0%	14,100	289,063	
Benefits										
Statutory	195,940	104,124	300,064	550,300	54.5%	548,600	99.7%	1,700	285,450	P6
Medical/Dental/Salary Continuation	196,284	202,981	399,264	822,400	48.5%	819,900	99.7%	2,500	72,653	P7
Service Awards	21,000	21,800	42,800	87,200	49.1%	87,200	100.0%	0	37,600	P8
Pension	343,827	344,663	688,490	1,418,200	48.5%	1,416,000	99.8%	2,200	24,372	P9
<i>Subtotal</i>	757,051	673,568	1,430,619	2,878,100	49.7%	2,871,700	99.8%	6,400	420,075	

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	Actual Apr - Jun 2017-2018	Actual Jul - Sep 2017-2018	Actual Year to Date 2017-2018	Budget 2017-2018	% BUD Utilized	Projection 2017-2018	PROJ % Bud Util	Projected Budget Variance	Actual Year to Date 2016-2017	Line
Special Education and Student Support										
Supplies and Materials	83,242	44,189	127,431	459,700	27.7%	509,700	110.9%	-50,000	144,520	P10
Provincial Initiatives	368,363	79,865	448,228	1,423,100	31.5%	1,534,600	107.8%	-111,500	554,836	P11
Travel - Student Services	16,007	15,705	31,712	80,000	39.6%	80,000	100.0%	0	28,131	P12
Contracted Services	408,293	10,039	418,332	1,238,300	33.8%	1,305,000	105.4%	-66,700	350,163	P13
<i>Subtotal</i>	875,906	149,798	1,025,704	3,201,100	32.0%	3,429,300	107.1%	-228,200	1,077,650	
Program Support Resources										
Supplies and Materials	57,416	53,711	111,127	228,200	48.7%	228,200	100.0%	0	108,293	P14
Other Non Salary Expenditures	6,121	3,840	9,960	32,100	31.0%	32,100	100.0%	0	9,894	P15
Provincial Program Initiatives and Projects	1,374,336	855,740	2,230,075	7,532,300	29.6%	8,267,900	109.8%	-735,600	1,780,728	P16
<i>Subtotal</i>	1,437,872	913,291	2,351,163	7,792,600	30.2%	8,528,200	109.4%	-735,600	1,898,915	
Professional Development										
	519,572	206,523	726,095	4,115,400	17.6%	4,135,400	100.5%	-20,000	345,009	P17
Total Program	<u>6,391,359</u>	<u>4,465,283</u>	<u>10,856,642</u>	<u>29,614,700</u>	<u>36.7%</u>	<u>30,529,100</u>	<u>103.1%</u>	<u>-914,400</u>	<u>8,516,630</u>	
<u>OPERATIONS SERVICES</u>										
Administration										
Salaries	518,000	490,822	1,008,823	2,017,500	50.0%	2,076,900	102.9%	-59,400	945,778	O1
Benefits	137,073	113,796	250,869	484,300	51.8%	490,000	101.2%	-5,700	237,382	O2
Travel	5,140	9,661	14,801	40,000	37.0%	40,000	100.0%	0	18,701	O3
Other Non Salary Expenditures	7,159	9,051	16,210	32,500	49.9%	32,500	100.0%	0	24,798	O4
<i>Subtotal</i>	667,373	623,329	1,290,703	2,574,300	50.1%	2,639,400	102.5%	-65,100	1,226,658	
Custodial Services										
Salaries	3,222,188	2,839,339	6,061,526	12,792,400	47.4%	12,779,700	99.9%	12,700	6,132,323	O5
Benefits	1,091,552	985,015	2,076,567	4,250,900	48.9%	4,271,600	100.5%	-20,700	2,078,060	O6
Supplies and Equipment	295,198	95,761	390,959	868,400	45.0%	964,900	111.1%	-96,500	409,958	O7
Building Rental Expense	481,238	481,238	962,477	1,935,400	49.7%	1,935,400	100.0%	0	957,295	O8
Contracted Services	101,907	80,086	181,992	1,761,000	10.3%	1,761,000	100.0%	0	174,924	O9
<i>Subtotal</i>	5,192,083	4,481,439	9,673,521	21,608,100	44.8%	21,712,600	100.5%	-104,500	9,752,560	

GENERAL FUND
SUMMARY OF REVENUES AND EXPENDITURES
September 30, 2017

	Actual Apr - Jun 2017-2018	Actual Jul - Sep 2017-2018	Actual Year to Date 2017-2018	Budget 2017-2018	% BUD Utilized	Projection 2017-2018	PROJ % Bud Util	Projected Budget Variance	Actual Year to Date 2016-2017	Line
Maintenance Services										
Salaries	406,734	374,613	781,347	1,912,300	40.9%	1,748,200	91.4%	164,100	890,807	O10
Benefits	142,621	132,164	274,785	657,200	41.8%	617,700	94.0%	39,500	296,382	O11
Supplies and Equipment	879,688	1,393,132	2,272,820	4,954,000	45.9%	5,030,900	101.6%	-76,900	2,001,362	O12
Vehicle Operating Expense	55,098	58,103	113,201	250,000	45.3%	250,000	100.0%	0	102,917	O13
TCA Expense (Vehicle)	12,033	12,033	24,066	89,000	27.0%	89,000	100.0%	0	16,246	O14
Contracted Services - Maintenance	97,254	48,627	145,882	291,800	50.0%	291,800	100.0%	0	170,195	O15
<i>Subtotal</i>	1,593,429	2,018,672	3,612,101	8,154,300	44.3%	8,027,600	98.4%	126,700	3,477,908	
Plant Operations										
Insurance	229,464	202,085	431,549	838,400	51.5%	837,300	99.9%	1,100	398,801	O16
Utilities - Electricity	924,038	898,204	1,822,241	5,050,000	36.1%	5,050,000	100.0%	0	2,081,367	O17
Utilities - Heating Fuel	630,854	224,184	855,038	4,935,500	17.3%	4,935,500	100.0%	0	982,891	O18
Utilities - Water / Sewer	173,166	239,866	413,032	1,200,000	34.4%	1,200,000	100.0%	0	477,392	O19
Utilities - Telephone	8,545	6,236	14,782	38,000	38.9%	38,000	100.0%	0	15,070	O20
<i>Subtotal</i>	1,966,066	1,570,575	3,536,641	12,061,900	29.3%	12,060,800	100.0%	1,100	3,955,521	
Capital Projects	293,662	774,182	1,067,845	1,661,800	64.3%	2,886,200	173.7%	-1,224,400	1,471,534	O21
Student Transportation	6,240,151	35,655	6,275,806	20,196,000	31.1%	20,196,000	100.0%	0	5,604,528	O22
Technology Services										
Salaries	566,976	526,468	1,093,444	2,295,900	47.6%	2,285,800	99.6%	10,100	1,061,523	O23
Benefits	157,163	140,661	297,824	608,300	49.0%	606,400	99.7%	1,900	286,467	O24
Supplies/Equipment	34,448	153,333	187,781	772,000	24.3%	772,000	100.0%	0	220,373	O25
Travel	8,862	9,083	17,945	55,000	32.6%	55,000	100.0%	0	20,047	O26
Professional Services	124,939	15,720	140,659	545,500	25.8%	545,500	100.0%	0	92,054	O27
Telephone/Fax/Data	22,351	24,126	46,477	116,900	39.8%	116,900	100.0%	0	40,208	O28
<i>Subtotal</i>	914,739	869,390	1,784,129	4,393,600	40.6%	4,381,600	99.7%	12,000	1,720,671	
Facilities Rentals										
Revenue	20,462	51,341	71,802	567,000	12.7%	573,300	101.1%	-6,300	172,509	O29
Expenditure	58,036	27,971	86,008	522,700	16.5%	529,000	101.2%	-6,300	83,119	O30
<i>Net Revenue</i>	-37,574	23,369	-14,205	44,300	-32.1%	44,300	100.0%	0	89,390	
Total Operations Services	<u>16,925,540</u>	<u>10,401,213</u>	<u>27,326,753</u>	<u>71,172,700</u>	<u>38.4%</u>	<u>72,433,200</u>	<u>101.8%</u>	<u>-1,260,500</u>	<u>27,292,500</u>	

**GENERAL FUND
SUMMARY OF REVENUES AND EXPENDITURES
September 30, 2017**

	Actual Apr - Jun 2017-2018	Actual Jul - Sep 2017-2018	Actual Year to Date 2017-2018	Budget 2017-2018	% BUD Utilized	Projection 2017-2018	PROJ % Bud Util	Projected Budget Variance	Actual Year to Date 2016-2017	Line
<u>OTHER PROGRAMS</u>										
Excel - Before and After School Program										
Revenue	2,921,591	1,973,214	4,894,805	9,676,400	50.6%	9,700,300	100.2%	-23,900	4,685,165	OP1
Salaries	1,452,014	458,617	1,910,631	5,723,200	33.4%	5,682,100	99.3%	41,100	1,808,352	OP2
Benefits	177,627	66,026	243,653	698,200	34.9%	683,100	97.8%	15,100	225,149	OP3
Other	60,189	61,987	122,176	367,400	33.3%	367,400	100.0%	0	211,413	OP4
<i>Subtotal</i>	1,689,830	586,630	2,276,460	6,788,800	33.5%	6,732,600	99.2%	56,200	2,244,914	
<i>Net Revenue</i>	1,231,762	1,386,584	2,618,345	2,887,600	90.7%	2,967,700	102.8%	-80,100	2,440,251	
Adult - English as an Additional Language										
Revenue	171,157	8,100	179,256	170,000	105.4%	179,100	105.4%	-9,100	740,762	OP5
Expenditure	171,157	8,100	179,256	170,000	105.4%	179,100	105.4%	-9,100	740,865	OP6
<i>Net Revenue</i>	0	0	0	0	n/a	0	n/a	0	-103	
Pre-Primary Program										
Revenue	0	0	0	1,017,500	0.0%	1,017,500	100.0%	0	0	OP7
Salaries	0	86,784	86,784	775,600	11.2%	679,900	87.7%	95,700	0	OP8
Benefits	0	22,972	22,972	241,900	9.5%	208,000	86.0%	33,900	0	OP9
Other	0	554	554	0	n/a	129,600	n/a	-129,600	0	OP10
<i>Subtotal</i>	0	110,310	110,310	1,017,500	10.8%	1,017,500	100.0%	0	0	
<i>Net Revenue</i>	0	-110,310	-110,310	0	n/a	0	n/a	0	0	
Total Other Programs	<u>1,860,987</u>	<u>705,040</u>	<u>2,566,026</u>	<u>7,976,300</u>	<u>32.2%</u>	<u>7,929,200</u>	<u>99.4%</u>	<u>47,100</u>	<u>2,985,780</u>	
TOTAL EXPENDITURES	<u>132,219,013</u>	<u>106,544,882</u>	<u>238,763,895</u>	<u>527,978,400</u>	<u>45.2%</u>	<u>529,705,600</u>	<u>100.3%</u>	<u>-1,727,200</u>	<u>205,677,072</u>	
NET SURPLUS/(DEFICIT)	<u>-658,370</u>	<u>14,505,646</u>	<u>13,847,276</u>	<u>0</u>		<u>-426,200</u>		<u>426,200</u>	<u>18,806,104</u>	
PLANNED USE OF ACCUMULATED SURPLUS						<u>438,800</u>				
NET OPERATING SURPLUS/(DEFICIT)						<u>12,600</u>				

**SUPPLEMENTARY FUND
SUMMARY OF REVENUES AND EXPENDITURES
September 30, 2017**

	Actual Apr - Jun 2017-2018	Actual Jul - Sep 2017-2018	Actual Year to Date 2017-2018	Budget 2017-2018	% BUD Utilized	Projection 2017-2018	PROJ % Bud Util	Projected Budget Variance	Actual Year to Date 2016-2017
REVENUES									
Supplementary Funding	3,887,225	3,647,175	7,534,400	15,068,800	50.0%	15,068,800	100.0%	0	7,774,450
EXPENDITURES									
Classroom Teachers									
Elementary Music	217,530	194,545	412,075	830,800	49.6%	830,800	100.0%	0	405,599
Junior High Music and Art	165,885	143,350	309,235	597,800	51.7%	597,800	100.0%	0	300,533
Elementary Art	167,058	134,612	301,670	620,200	48.6%	620,200	100.0%	0	306,855
Additional Teachers	788,939	450,230	1,239,169	2,095,300	59.1%	2,095,300	100.0%	0	1,358,068
Fine Arts	434,768	403,174	837,942	1,980,700	42.3%	1,980,700	100.0%	0	784,017
<i>Subtotal</i>	1,774,181	1,325,911	3,100,092	6,124,800	50.6%	6,124,800	100.0%	0	3,155,072
Special Education									
Resource Teachers	618,458	331,422	949,880	1,396,200	68.0%	1,396,200	100.0%	0	1,217,276
Social Workers	134,377	153,876	288,253	832,000	34.6%	832,000	100.0%	0	249,558
Educational Program Assistants	239,274	126,303	365,577	959,900	38.1%	959,900	100.0%	0	453,515
<i>Subtotal</i>	992,109	611,601	1,603,710	3,188,100	50.3%	3,188,100	100.0%	0	1,920,348
Library									
Library Support Specialists	618,691	566,169	1,184,860	2,503,700	47.3%	2,503,700	100.0%	0	1,085,021
<i>Subtotal</i>	618,691	566,169	1,184,860	2,503,700	47.3%	2,503,700	100.0%	0	1,085,021
Curriculum Leadership									
	0	0	0	0	n/a	0	n/a	0	150,909
Other									
Student Services Secretaries	0	0	0	0	n/a	0	n/a	0	10,486
Early Learning Opportunities	93,339	30,215	123,554	125,100	98.8%	125,100	100.0%	0	167,614
Early Childhood Educators	0	92,620	92,620	413,900	22.4%	413,900	100.0%	0	0
Secretaries	12,578	3,100	15,678	47,800	32.8%	47,800	100.0%	0	16,564
Student Support Workers	1,248	0	1,248	0	n/a	0	n/a	0	54,870
<i>Subtotal</i>	107,164	125,936	233,100	586,800	39.7%	586,800	100.0%	0	249,534

**SUPPLEMENTARY FUND
SUMMARY OF REVENUES AND EXPENDITURES
September 30, 2017**

	Actual Apr - Jun 2017-2018	Actual Jul - Sep 2017-2018	Actual Year to Date 2017-2018	Budget 2017-2018	% BUD Utilized	Projection 2017-2018	PROJ % Bud Util	Projected Budget Variance	Actual Year to Date 2016-2017
Benefits									
Statutory	263,708	188,699	452,407	1,037,200	43.6%	1,037,200	100.0%	0	490,622
Medical/Dental/Salary Continuation	103,755	89,896	193,650	456,300	42.4%	456,300	100.0%	0	188,486
Service Awards	0	0	0	0	n/a	0	n/a	0	39,700
Pension	110,065	101,083	211,148	494,500	42.7%	494,500	100.0%	0	217,509
<i>Subtotal</i>	477,528	379,677	857,206	1,988,000	43.1%	1,988,000	100.0%	0	936,317
Substitutes	87,720	29,240	116,960	292,400	40.0%	292,400	100.0%	0	131,560
Program Support									
Program Supplies and Materials	12,561	14,146	26,706	360,000	7.4%	360,000	100.0%	0	24,969
Therapeutic Swim Program	6,397	0	6,397	25,000	25.6%	25,000	100.0%	0	5,729
<i>Subtotal</i>	18,958	14,146	33,103	385,000	8.6%	385,000	100.0%	0	30,698
TOTAL EXPENDITURES	<u>4,076,351</u>	<u>3,052,679</u>	<u>7,129,030</u>	<u>15,068,800</u>	<u>47.3%</u>	<u>15,068,800</u>	<u>100.0%</u>	<u>0</u>	<u>7,659,458</u>
NET SURPLUS/(DEFICIT)	<u>-189,126</u>	<u>594,496</u>	<u>405,370</u>	<u>0</u>		<u>0</u>		<u>0</u>	<u>114,992</u>

Description	Projection Variance to Budget	YTD Actual Variance to Prev YTD	Explanation
Revenue:			
Province of Nova Scotia			
R2 Provincial Initiatives	-69,400		Received additional Provincial grants that were not included in the budget. (Offset by projected expenditures.)
R3 Other Prov Initiatives and Grants	-887,800		Received additional Provincial grants that were not included in the budget. (Offset by projected expenditures.)
Government of Canada			
R5 Adult English as an Additional Language		578,800	HRSB is no longer the sponsor for the Adult EAL program, effective April 1, 2017.
Board Generated Revenues			
R13 Misc Board Generated Revenues	-256,700		Additional grants/revenues that were unbudgeted, with accompanying expenditure projections.
Expenditures:			
School Administration			
S1-S7 Salaries - Teachers	1,531,900		Teachers salaries are tracking lower than budgeted for this fiscal year, including substitute teacher costs.
S8 Salaries - Educational Program Assistants	-231,800		More students have required the support of an EPA and additional staff have had to be added.
S16 Benefits - Medical/Dental/Sal Continuation		-8,436,700	Beginning in April 2017, school boards are recording and reporting employee group benefit costs for NSTU members. This continues to be funded by EECD, but will now appear in board financial statements.
S18 Benefits - Pension		-17,126,800	Beginning in April 2017, school boards are recording and reporting pension costs for NSTU members. This continues to be funded by EECD, but will now appear in board financial statements.
S19 Classroom Supplies and Equipment	-135,200 -487,700		Additional grants/revenues that were unbudgeted, with accompanying expenditure projections. Additional funds have been allocated to school instructional budgets.
S20 School Technology	-300,000		Additional funds have been allocated to provide increased technology infrastructure to schools.
S25 Other Projects	-141,400		Additional grants/revenues that were unbudgeted, with accompanying expenditure projections.
Program			
P1 Salaries - Teachers	50,600		Staffing changes and delays in filling vacant positions have resulted in projections below budget.
P7 Benefits - Medical/Dental/Sal Continuation		-326,600	Beginning in April 2017, school boards are recording and reporting employee group benefit costs for NSTU members. This continues to be funded by EECD, but will now appear in board financial statements.
P9 Benefits - Pension		-664,100	Beginning in April 2017, school boards are recording and reporting pension costs for NSTU members. This continues to be funded by EECD, but will now appear in board financial statements.
P11 Special Education - Provincial Initiatives	-111,500		Additional grants/revenues that were unbudgeted, with accompanying expenditure projections.
P13 Special Education - Contracted Services	-66,700		Number of tuition supports approved by DEECD was higher than the amount budgeted for 2017-18.

Description	Projection Variance to Budget	YTD Actual Variance to Prev YTD	Explanation
P16 Provincial Program Initiatives and Projects	-735,600		Additional grants/revenues that were unbudgeted, with accompanying expenditure projections.
Operations Services			
O7 Custodial Supplies and Equipment	-96,500		Additional funds have been allocated to assist in the purchase of additional custodial equipment.
O10/11 Maintenance Salaries and Benefits	203,600		Maintenance salary and benefit costs are tracking below budget.
O12 Maintenance Supplies and Equipment	-76,900		Additional funds have been allocated to help offset the increased pressures for building maintenance.
O21 Capital Projects	-438,800		Capital cost amortization for building improvements incurred in prior years come from the accumulated surplus, for capital cost amortization, and is not included in the budget.
O21 Capital Projects	-785,600		Additional funds have been allocated to provide capital infrastructure support to overall system.
Other Programs			
OP5 Adult - English as an Additional Language - Revenues		561,500	HRSB is no longer the sponsor for the Adult EAL program, effective April 1, 2017.
OP6 Adult - English as an Additional Language - Expenditures		561,600	HRSB is no longer the sponsor for the Adult EAL program, effective April 1, 2017.